

# Launching a Strategic Plan

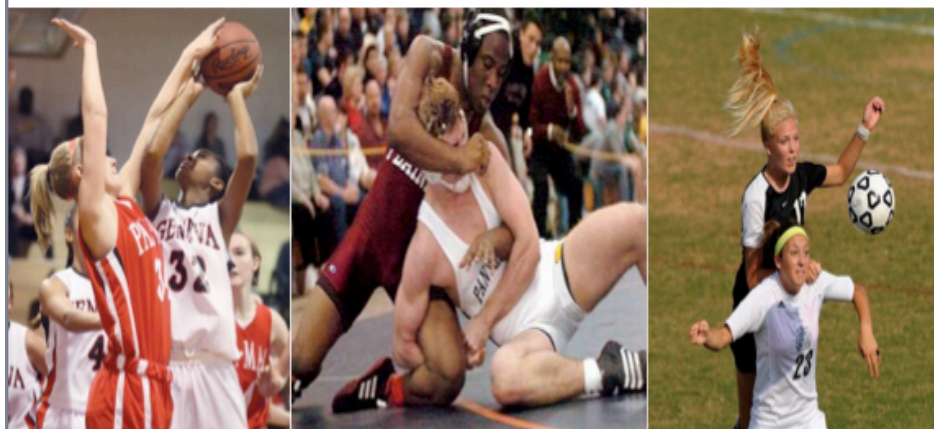




## North Carolina High School Athletic Association



## 2012-2017 Strategic Plan



## Strategic Plan 2014

## Teaching Our Way to the Top



Reach Further. **Global competitiveness** starts here.

## Writing the future...

- The future is a mere story—albeit a powerful one.
- You are either writing the story of the future or you are living inside the story of another. There can be no other possibilities.
- The organization has no choice but to anticipate the future, to attempt to mold it, and to balance short-range and long-range goals.
- To accomplish this, the organization needs to think strategically—and this is the domain of strategic planning.



# Strategic planning is...

- A tool for organizing the present on the basis of projections of the desired future.
- Determines where an organization is going over the next few years, how it is going to get there and how it will know if it got there.
- A road map to lead an organization to where it would like to be in five to ten years.
- Measuring the results of these decisions against the expectations through organized systematic feedback.



## **It doesn't deal with future decisions...**

- Strategic planning deals with future-aspects of present decisions.
- Decisions exist only in the present.
- The question that faces the strategic decision-maker is not what his/her organization should do tomorrow.
- It is, “What do we have to do today to be ready for tomorrow?”



## It doesn't attempt to eliminate risk...

- It is not even an attempt to minimize risk.
- Economic activity, by definition, commits present resources to the future.
- While it is futile to try to eliminate risk, it is essential that the risks taken be the right risks.
- The end result of successful strategic planning must be the capacity to take *greater* risks, for this is the only way to improve performance.



# The devices of strategic planning...

- Each device in strategic planning is meant to answer one fundamental question about your plan:
  - Vision: Answers the question of “what.” What will our future look like? What will we accomplish? What is our dream with a deadline?
  - Mission: Answers the question of “why.” Why do we exist? Why is our vision important?
  - Goals: Answer the questions of “who and when.” Who will do what? When will they do it?
  - Strategy: Answers the question of “how.” How will we achieve our goals? How will our vision bring our mission to life?





# What is Strategic Planning

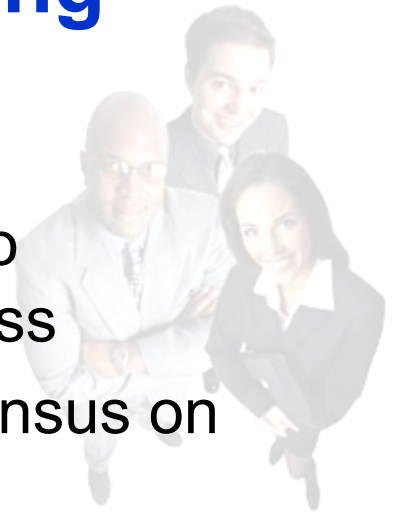
- Used by community groups, government departments, organizations and businesses to develop blueprint for action and change
- The process should be community based, inclusive and participatory to allow for maximum stakeholder involvement and input.





# Benefits of Strategic Planning

- Defines vision mission, & values
- Establishes realistic goals, objectives & strategies
- Ensures effective use of resources
- Provides base to measure progress
- Develops consensus on future direction
- Builds strong teams
- Solves major problems



# Strategic Planning Models

- Type of organization usually dictates type of strategic planning
  - Non-profit
    - Likely focus on board development, management, fundraising, policies
  - For- Profit
    - Likely focus on profit and strategic directions



# Types of Strategic Planning

- Basic Strategic Planning
- Issue-Based or Goals-Based Strategic Planning
- Alignment Model
- Scenario Planning
- Organic (or Self-Organizing) Planning



## Planning to Plan

- Planning to plan requires:
  - Organizational readiness
    - Recognition of need to plan
    - Commitment to plan
  - Organizational commitment
    - Board and volunteer commitment
    - Staff commitment



# Reasons for Strategic Planning

- Change
- Renewal
- Funding requirement
- Financial forecasting
- Mandate
- Build consensus
- Improve staff and board relations
- Develop ownership
- Build community support



# Strategic Planning Process

- Planning to Plan
  - Strategic Planning Team
    - » Board, staff, community volunteers
  - Strategic Planning Budget
    - » Establish budget, identify funding sources
  - Strategic Planning Facilitator(s)
    - » Identify a facilitator to lead the process
  - Strategic Planning Partners
    - » Internal board and staff
    - » External community groups/government departments/others



# Developing the Plan

- Vision
  - What is your organization's vision of excellence
  - Has to be realistic and not something impractical





# Developing the Plan

## – Mission

- Core purpose of your organization
- Presented in a clear, short statement that focuses on attention in one clear direction by stating purpose of the group's uniqueness.



# Developing the Plan

- Values
  - What are the principles, standards, and actions considered worthwhile in the organization
  - Includes how people treat each other, how groups conduct business and what is most important to the organization



# Developing the Plan

- Strategic Analysis
  - Environmental Scan
    - **gathering of information** that concerns the organization's environments
    - **analysis and interpretation** of this information
    - **application** of this analyzed information in decision making



# Developing the Plan

- Strategic Analysis
  - SWOT Analysis
    - **Strengths**
      - What are some internal positive things about your organization?
      - What does the community see as your strengths?
    - **Weaknesses**
      - What are some weaknesses in organization?
      - What does the community see as your weaknesses?



# Developing the Plan

- Strategic Analysis
  - SWOT Analysis
    - **Opportunities**
      - What are some opportunities in your community or region?
      - What are some emerging trends?
    - **Threats**
      - What are some provincial or national issues facing the organization?
      - What are some technology issues that face the organization?



# Strategic Planning Process

- Developing the Plan (continued)
  - Goals
    - Identify long-term outcomes to provide focus for the planning process
  - Strategies
    - Outline how you will achieve your goals
  - Objectives
    - Identify specific, measurable results produced while implementing strategies.



# Strategic Planning Process

- Goals and Objectives Should Be SMARTER
  - Specific
  - Measurable
  - Acceptable
  - Realistic
  - Timeframe
  - Extending
  - Rewarding





# Strategic Planning Process

- Developing the Plan (continued)
  - Implementation
    - Tasks – assigned to various board and staff responsible for specific items
    - Timelines - established for implementation of the plan for implementation
  - Funding the plan
    - What is required to fund the goals in the plan



# Strategic Planning Process

- **Developing the Plan (continued)**
  - Communicating the plan
    - How will you communicate the plan to stakeholders?
  - Monitoring and evaluation
    - Critical to plan's success and credibility
    - Must be built into the plan
    - Critical for continuous improvement
  - Continuous improvement
    - focuses on improving customer satisfaction through continuous and incremental improvements to processes



# Strategic Planning Tools & Techniques

- Public Consultation
  - Involve public and stakeholders in your planning process
  - Achieve public consultation through
    - Interviews
    - Facilitated meetings
    - Open houses
    - Website discussion papers/surveys



# Strategic Planning Tools & Techniques

## – Focus Groups

- Provides opportunity to address specific issues
- Provides opportunity for maximum participation
- Provides maximum information in short period of time



# Strategic Planning Tools & Techniques

- Website feedback
  - Online survey
  - Online discussion paper to generate comments
- Surveys
  - Online survey
  - Community survey
    - Can be developed and administered locally
    - Can be conducted by firm specializing in surveys
- Research
  - Focus groups, surveys (primary)
  - Literature review (secondary)



## Strategic Priority – High Student Performance

Goal 1 -Teach all students to highest performance level	Strategies	Measures	Targets	Responsible
1.1 Establish curricula in every academic discipline that prepares all students to be college and career ready.	1.1.1 Review the NC Standard Course of Study for every course and determine the <b>essential</b> skills to be taught.	Number of Standard Course of Study reviews and list of essential skills presented to the Board.	Beginning September 1, 2011 and ongoing until 100% complete	Curriculum Director
	1.1.2 Evaluate, revise or develop pacing guides and curriculum maps for every course to facilitate instruction of <b>essential</b> skills.	Number of Pacing Guides and Curriculum Maps Developed/Revised	100% of all reviews and essential skills list approved by the Board	Curriculum Director
	1.1.3 Prepare all students to be able to achieve high performance (Level 4) on state assessment measures.	Performance Targets	100% of students performing at high levels	Superintendent Principals Teachers Curriculum Director
1.2 All staff will utilize research based best instructional practices.	1.2.1 Identify and evaluate the current instructional practices being used by teachers within the district.	A list of the instructional practices and the evaluation of the practices.	By December 2011	Curriculum Director Principals
	1.2.2 Determine the existing best practices that will continue to be utilized and those that will be implemented at applicable grade levels and departments.	A list of best practices and strategies for implementation	By January 1, 2012	Curriculum Director Principals

**Dr. Larry Price**  
**lprice7@me.com**  
**252-230-5907**

